

**Remaking Jobs and Organisations: A Schatzkian Practice Perspective**

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## **Certificate of Authorship/Originality**

I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

Signature of Candidate

A handwritten signature in black ink, consisting of stylized, overlapping loops and strokes, positioned above a horizontal line.

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## List of Publications

The following list represents my published book chapters, journal articles and refereed conference papers. Some of these publications are referenced throughout this thesis document to support my points on the conceptualisations of remaking of jobs and organisational practices from my investigation.

### Book Chapters:

- Price, O. M., Boud, D., & Scheeres, H. (2012). Creating work: Employee-driven innovation through work practice reconstruction. In S. Høyrup, C. Hasse, K. Møller, M. Bonnafous-Boucher & M. Lotz (Eds.), *Employee-driven innovation: A new approach* (pp. 77–91). Basingstoke, UK: Palgrave MacMillan.
- Price, O. M., Johnsson, M. C., Scheeres, H., Boud, D., & Solomon, N. (2012). Learning organizational practices that persist, perpetuate and change: A Schatzkian perspective. In P. Hager, A. Lee & A. Reich (Eds.), *Practice, learning and change. Practice-theory perspectives on professional learning (Professional and Practice-based Learning, Vol. 8)*, (pp. 233–247). Dordrecht, The Netherlands: Springer.

### Refereed Journal Articles:

- Rhodes, C., & Price, O. M. (2011). The post-bureaucratic parasite: Contrasting narratives of organizational change in local government. *Management Learning*, 42(3), 241–260. doi:10.1177/1350507610385765
- Price, O. M., Scheeres, H., & Boud, D. (2009). Re-making jobs: Enacting and learning work practices. *Vocations and Learning*, 2(3), 217–234. doi:10.1108/09696470410533003

### Refereed Conference Papers:

- Price, O. M., & Johnsson, M. C. (2009, December). *Through the practice looking glass: Workers as practioners*. Paper presented at the Proceedings of the 23rd Annual Australian and New Zealand Academy of Management Conference, Monash University, Melbourne, Australia.

- Price, O. M., Rooney, D., Boud, D., & Scheeres, H. (2007, July). *That's (not) my job: Inventing and developing work practices*. Paper presented at the Proceedings of the 37th Annual Standing Conference for University Teaching and Research in the Education of Adults Conference, School of Education, The Queen's University of Belfast, Northern Ireland.
- Price, O. M., Scheeres, H., & Boud, D. (2008, April). *Re-making jobs: Enacting and learning work practices*. Paper presented at the Proceedings of the International Conference on Organizational Learning, Knowledge and Capabilities, Danish School of Education, University of Aarhus, Copenhagen, Denmark.
- Price, O. M., Scheeres, H., & Johnsson, M. (2009, June). *On practices that persist and perpetuate: Learning work in an Australian utility company*. Paper presented at the 6th International Conference on Researching Work and Learning – A Worldwide Conference, Roskilde University, Roskilde, Denmark.

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## Abstract

This thesis is an empirical study of aspects of the work of three Australian organisations in order to show how a Schatzkian view of ‘practice’ can illuminate conceptualisations of organisations, change, jobs, workers and knowing in ways that challenge prevailing managerialist theorisations of the same. In particular, this thesis draws on Schatzkian notions of practice and social site (Schatzki, 2002, 2005, 2006), where workers and organisations are positioned as interconnected in a mutually constitutive relationship through practices.

By adopting an overarching ethnographic approach, using multiple case studies, narrative inspired semi-structured interviews, observations and document reviews, this thesis demonstrates empirically the mutually constitutive relationship among organisations and social site, as it emerges through the phenomenon of change. Through the interplay of practices in and beyond organisations, ongoing change and stability are explicated as co-occurring phenomena and as inherent features of organisations and social site. By drawing attention to the day-to-day activities of workers, this research demonstrates further the mutually constitutive relationship among workers and organisations. Through workers’ enactments of job and organisational practices in their day-to-day work, they are changing and remaking those practices, and at the same time, workers’ possibilities of such change and remaking are framed by already existing organisational practices. Finally, by considering how workers come to know what to do, this research demonstrates the ways in which workers, as they actively remake their jobs and organisational practices, are at the same time remaking their own and organisational knowing in practice.

This research makes a number of contributions. It extends, in a small way, the organisational, management and practice literatures by bringing together, in a critical discussion, the multiple and diverse perspectives for understanding organisational phenomena. Second, the empirical application of Schatzkian theorisations of practice and social site demonstrates the robustness of these theorisations — how these theorisations hold up *in practice*. Finally, by bridging Schatzkian theorisations with the work of other practice theorists that focus on knowing in practice, this research extends Schatzki’s work by making explicit links

between Schatzkian notions of practical intelligibility and organisational practice memory with theorisations of knowing in practice.